



## MTN position statement

### Diversity & inclusion

#### Introduction

MTN's purpose is driven by our belief that everyone deserves the benefits of a modern connected life. This is the cornerstone of our vision, business choices, market presence and strategic intent. Our organisation and culture are defined by the rich and organic diversity of our business, people, markets and ecosystems; our sense of inclusion is reflected in our choices, actions and way of life.

Our business is enabled by a global ecosystem extending far beyond our footprint, with partnerships spanning across almost every continent. Each day, our people interact and work seamlessly across borders to connect and delight customers across our business. This makes us not just one of the largest, but among the most diverse home-grown African companies. At MTN, diversity and inclusion are at the heart of our identity, values and culture.

#### Purpose

- We aim to be the most inclusive and successful organisation across Africa, putting diversity into action to help employees, customers and communities thrive. Our diversity and inclusion philosophy gives credence to our purposeful actions that guide all our activities:
  - We respect one another for our shared humanity.
  - We are connected with each other for our shared purpose.
  - We recognise and celebrate our individuality and uniqueness.
- Our approach is supported by guiding principles and values which seek to place demonstrated commitment, contextual recognition of diversity, accountability and conscientious action at the forefront.

#### MTN's approach

MTN is guided by the following globally defined standards:

- ILO Declaration on Fundamental Principles and Rights at Work
- United Nations Global Compact Principles
- Women's Empowerment Principles
- Convention on the Elimination of All Forms of Discrimination against Women
- International Covenant on Economic, Social & Cultural Rights
- United Nations Universal Declaration on Human Rights
- African Charter on Human and Peoples' Rights
- International Covenant on Civil and Political Rights
- OECD Responsible Business Conduct & Human Rights Principles
- King IV™ Code of Corporate Governance
- Global Reporting Initiative Sustainability Reporting Standards

#### MTN Group's diversity and inclusion approach

Our diversity and inclusion vision and principles are supported by core fundamentals that embody our culture and affirm our progress towards higher levels of diversity and inclusion across the group:

- Our Live Y'ello Values: Our cultural ecosystem, legacy and brand is underpinned by values. We refreshed our values with the aim of giving expression to our purpose and what we



strive to be as individuals and as an organisation. Our five core values and behaviours affirm our culture of inclusion, respect, care, integrity and agility.

- Our diversity and inclusion philosophy and wireframe: We established our position and commitment to diversity and inclusion as core to our identity and purpose. We enhanced our philosophy with a global wireframe which includes operating principles, accountability framework, tactical programmes, and group-wide interventions to foster diversity and inclusion.
- Our communities of practice and forums: We continue to drive our leadership commitment, governance and strategy for diversity and inclusion through our group diversity and inclusion committee, with the members of which responsible for execution alignment across our diverse footprint. In addition, localised committees across several countries champion and deliberately focus on diversity and inclusion in the context of geography.
- Our measures of success: We focus on measuring progress of diversity and inclusion through our standardised qualitative and quantitative metrics and measures across the group.
- Our accountability for progress: Accountability for progress is essential in our mission for authentic inclusion. To this end, we have established short- and long-range diversity and inclusion performance targets with the end goal of channelling efforts and affecting meaningful change across our organisation.

#### **Key principles of MTN's diversity and inclusion**

- We believe that diversity and inclusion is an evolving construct that needs continuous reflection, transformation and action. We have deliberately widened our diversity outlook to consider gender, generation, thought, race, ethnicity, social status/background, abilities, personalities, sexual orientation, age, nationality and religion.
- We recognise that diversity needs serious actionable targets, while inclusion needs mindful, conscious behaviours and strong championing across diversity segment.
- Our diversity and inclusion mission and agenda are leader-led. At MTN, our Group President and Chief Executive Officer is the executive accountable to spearhead, inspire and achieve our mission, while our Executive Committee and leaders across all our business and markets serve as chief champions to foster an environment which embraces diversity, equity and inclusion.
- The tenets of diversity and inclusion are embedded in our workforce and leadership practices. The employee conduct pledge, a part of each employee's contract of employment, requires all employees to respect age, colleagues, suppliers and those we serve, regardless of gender, race, religion, culture, mental and physical abilities, sexual orientation, disability, nationality and to treat them with dignity, respect and compassion.
- We constantly strive to build and enhance our practices, policies, initiatives and measures with the aim of promoting our diversity and inclusion principles. We constantly evaluate and scan our environment to undertake deliberate action for progress on our targeted commitments.



### **Nationality, generations and ethnicities**

- We support equal employment opportunities and diversity and inclusion for our employees.
- We believe in treating each employee and applicant for employment fairly and with dignity. We base our employment decisions on merit, experience and potential, without regard to race, colour, national origin, sex, marital status, sexual orientation, gender identity, age, religion, disability, protected veteran status or any other characteristic prohibited by law.
- We make every effort to attract, invest in, and develop the talents of diverse people who reflect the society and community in which we live. We welcome and support people of all races, ethnicities, cultures, and religions and seek to foster teamwork and effective partnerships among our employees.
- The strength of our geographic and ethnic diversity is integral to our business and empowers us to foster and promote an inclusive culture for our people, markets and communities. We ensure that our organisations reflect variety in age, gender, sexual orientation, ethnic/racial/religious groups, persons with disabilities and those with HIV.

### **Differently abled persons**

- We believe that differently abled persons contribute to the richness and diversity of our organisation. We are committed to promoting and protecting the rights and upholding the dignity of persons with disabilities.
- We are committed to ensuring that persons with disabilities enjoy the same rights and opportunities as everyone else and are treated equally.
- We have repositioned our hiring strategies to consciously improve talent acquisition of differently abled persons, while continuing to invest in infrastructure to create conducive work environments.
- We strive to reduce stigma and discrimination that leads to the exclusion of persons with disabilities from the workplace.
- We have undertaken initiatives focused on opening doors for their participation and recognition as active contributing members of society, who must not face any discrimination.
- We strive to improve the lives of persons with disabilities, including through the implementation of measures that facilitate and support capacity building, including through the exchange and sharing of information, experience, training, programmes and best practices.

### **Women equality**

- MTN is committed to the advancement of gender equality and the empowerment of women in the workplace and society. Not only do we believe that this is morally right, but that there is a business imperative for women's empowerment.



- We are committed to the elimination of all forms of discrimination against women and the eradication of all forms of unfair gender practices. We have zero-tolerance towards all forms of discrimination or violence in the workplace and society.
- We strive to maintain just and favourable working conditions, ensuring the health, safety and well-being of all women and men workers.
- We promote education, training and professional development for women.
- We establish company-wide goals and targets for gender equality. We measure and publicly report on progress to achieve gender equality.
- We have adopted an 'equal pay for equal work' philosophy as a means of addressing gender parity.
- We implement gender-sensitive recruitment and retention practices and proactively recruit and appoint women across all levels of the organisation.
- We offer flexible work options, leave and re-entry opportunities to positions of equal pay and status. We support access to child and dependent care by providing services, resources and information to both women and men.
- We invest in workplace policies and programmes that open avenues for advancement of women at all levels and across all business areas and encourage women to enter 'non-traditional' job fields.
- We strive to address the inequalities that hinder girls and women from fully participating in and benefiting from the bold, new digital world.
- We engage internal and external stakeholders in the development of company policies, programmes and implementation plans that advance equality.

### **Diverse work environment**

We are committed to fostering a work environment where everyone is included and has equal opportunity to thrive, grow, succeed and truly belong.

- We strive to create an enabling environment that addresses the needs our diverse workforce and promotes the advancement of all persons and authentic belonging in the workplace.
- Every person associated with MTN has the fundamental right to gender equality and human dignity; we treat all employees fairly at work, respecting and supporting their basic human rights and their right to non-discrimination.
- We firmly adopt a zero-tolerance approach to all forms of harassment and discrimination and adopt decisive steps to foster an inclusive and safe culture for our employees and extended ecosystem at MTN. We regard harassment and discrimination as a serious offence and a gross violation of fundamental rights that is detrimental to the status of the MTN Group. Transgressors are therefore subject to our disciplinary procedures.



- We ensure the health, safety and well-being of all our people through workplace and employee support benefits/programmes/initiatives across our markets.
- We ensure that work-life balance is enabled through policies that support educational, career and occupationally directed development of all persons.

### **Roles and responsibilities**

- Our Board of Directors – through the Group Social, Ethics and Sustainability Committee – has oversight of the Group's actions and performance regarding diversity and inclusion.
- The Group's Executive Committee is responsible for policy implementation and for identifying, addressing and remedying diversity and inclusion risks, driven by the Group Human Resources function.

### **Applicability and transparent reporting**

- Our diversity and inclusion framework and related policies apply to all our directors, officers, employees and representatives of the company whether permanent, temporary or on contract.
- We expect our intermediaries, agents, contractors, suppliers and business partners to uphold the same standards.
- We are committed to transparency and disclosure regarding diversity and inclusion at MTN.

### **Communication and training**

- MTN's diversity and inclusion framework and related policies are shared with all employees of MTN's operating entities, subsidiaries and partners. They are translated into local languages as required. Detailed training is provided to employees and partners on an annual basis.

### **Definitions**

- Diversity – an expression of the multiplicity of nations and cultures, the presence of difference.<sup>1</sup>
- Inclusion - a concept related to the effective integration and active participation of all employees, which considers the uniqueness of the characteristics, ways of thinking, skills, capabilities and experiences of each individual as an opportunity to make better decisions and create value for the business.

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<sup>1</sup> [UN Global Compact](#)